

Integrated Social Cohesion & Conflict Prevention – Jordan



Programme Title:

Mitigating the impact of the Syrian refugee crisis on Jordanian vulnerable host communities (00085571)

Bureau for Crisis Prevention and Recovery (BCPR)
Crisis Prevention and Recovery Thematic Trust Fund

Final Report 2015
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Project Brief:

Jordan is a modern state with complex geopolitical, socio-economic and historical components. It was founded as an emirate known as Trans-Jordan in 1923 as part of the settlement between the British and French that divided and reshaped the Middle East. The emirate gained its independence in 1946 and thereafter became The Hashemite Kingdom of Jordan. Today, the kingdom has gained increased strategic importance given the ongoing civil war in Syria, fighting in western and central Iraq, uncertainty over the trajectory of Palestinian and Egyptian politics, and ongoing global counterterrorism operations. The kingdom has survived the Arab awakening, and accommodated the political storm that has hit the Middle East countries since late 2010 however; it is not different from other Arab counties as it has the same kind of political, economic, and social grievances that launched a wave of uprisings in the Arab world. Apparently, the growing stresses have not led to widespread violence, however “Fire is under the ashes, and the wind is nearby” as Jordanian politician described the situation which is waiting to explode with many unaddressed tensions and conflict bubbling below the surface throughout the country.

Several emerging challenges have the potential to develop into serious threats to the stability of the Hashemite Kingdom including; resource constraints, dissatisfaction of the population with the political system, influx of refugees, regional tensions over perceived marginalization, increasing violence in schools and universities that have led to the death of a dozen people in 2013 alone and a range of tribal and religious conflicts, many of which are bubbling under the surface and have remained unaddressed for decades. The risk of domestic instability is greater today than at any time.

Overall Objective:

The proposed project is designed to build the capacity of the Jordanian government and the Jordanian NGOs/CSOs, including local communities, to achieve integrated social cohesion through development projects. The project aims at contributing to sustaining the country’s stability, with particular focus on areas of host community for refugees and where societal tension is explicitly affecting social cohesion of the indigenous fabric. The project will also focus on improving capacities and approaches of existing early warning mechanisms, in order to deal with emerging and anticipated conflicts and man-made crisis.

Immediate objective:

To apply and demonstrate an alternative approach to prevent conflict that is community driven and integrated into development activity supported by local government. This would lead to mitigate violence and reduce social tension and to encourage a society in which tensions between groups are resolved peacefully, based on dialogue, trust building and common ground.

The Project works towards the realization of one outcome through 3 outputs. As per the work plan (June – 31st December 2015) agreed with BPPS, the ASL amounted 633,397 USD sought to contribute to specific activities in the following outcome areas and related outputs:

Outcome:

State-Society trust strengthened, societal tension reduced, alternative dialogue introduced, through the implementation of rapid response social cohesion-related activities.

Outputs:

- I) Conflict Development Analysis (CDA) conducted and validated in partnership with relevant civil society organizations, community leaders including youth and women activists, local government and private sector representatives.
- II) Community-Cohesion Grant Mechanism (CCGM) established and activated to ensure sustainability of the projects and/or initiatives being implemented.
- III) Implementation of rapid response activities to resolve conflict, strengthen dialogue and build consensus among key actors in priority geographic areas in Jordan.

Achievements:

- I) Conflict Development Analysis (CDA) conducted and validated in partnership with relevant civil society organizations, community leaders including youth and women activists, local government and private sector representatives.

In March 2015, and in order to diagnose the societal tension due to the need to better understand the factors impacting social cohesion and resilience in Jordan, UNDP engaged a team of national and international experts were contracted to apply the Conflict-related Development Analysis (CDA) in 6 governorates that are considered to be the most affected in terms of societal tension as a result to the Syrian refugee crisis, as well as preexisting factors before the war in Syria started. This analytical exercise aimed to assist UNDP and all development and resilience agencies to enhance and promote social cohesion through livelihoods opportunities, thereby creating an enabling environment for long-term development priorities.

To achieve this objective, the project strategy opted to employ integrated community development methodologies, focusing on livelihoods generation, capacity development of local government, conflict resolution and natural resource management. By promoting equity among the different communities residing in the province, as well as promoting sustainable use of existing resources, giving special attention to women and children, the project aims to promote social cohesion and harmonious community development through the joint design and implementation of income generation activities, social integration measures and natural resources management plans. The Conflict Development Analysis (CDA) is a tool that assists with analyzing a specific context and developing strategies for reducing or eliminating the impact and consequences of violent conflict. It also provides a deeper understanding of conflict drivers, key stakeholders, and dynamics of conflict. This exercise is part of a larger project on social cohesion and community security titled “Mitigating the impact of the Syrian refugee crisis on Jordanian vulnerable host communities”.

UNDP recruited a team composed on 2 international CPR experts and 4 national experts in the area of social cohesion research. The CDA Team designed a detailed work plan to for each of the 6 governorates, including a criteria to select community representatives, civil society organizations, local government and the private sector. An action and logistical plan was supported over 5 days meeting to engage a wide range spectrum of society layers, with attention on geographic and demographic spots that clearly suffer from societal tension. This exercise was repeated in the governorates of Ibrid, Mafraq, Zarqaa, Tafelieh, Maadaba and Ma’an¹.

Given the sensitive and fragile societal environment in cities where refugees are hosted in northern Jordan, and as part of the CDA process, and in order to create a common understanding of the CDA objective among participants, community groups (approx. 60 to 80 selected for each of the 6

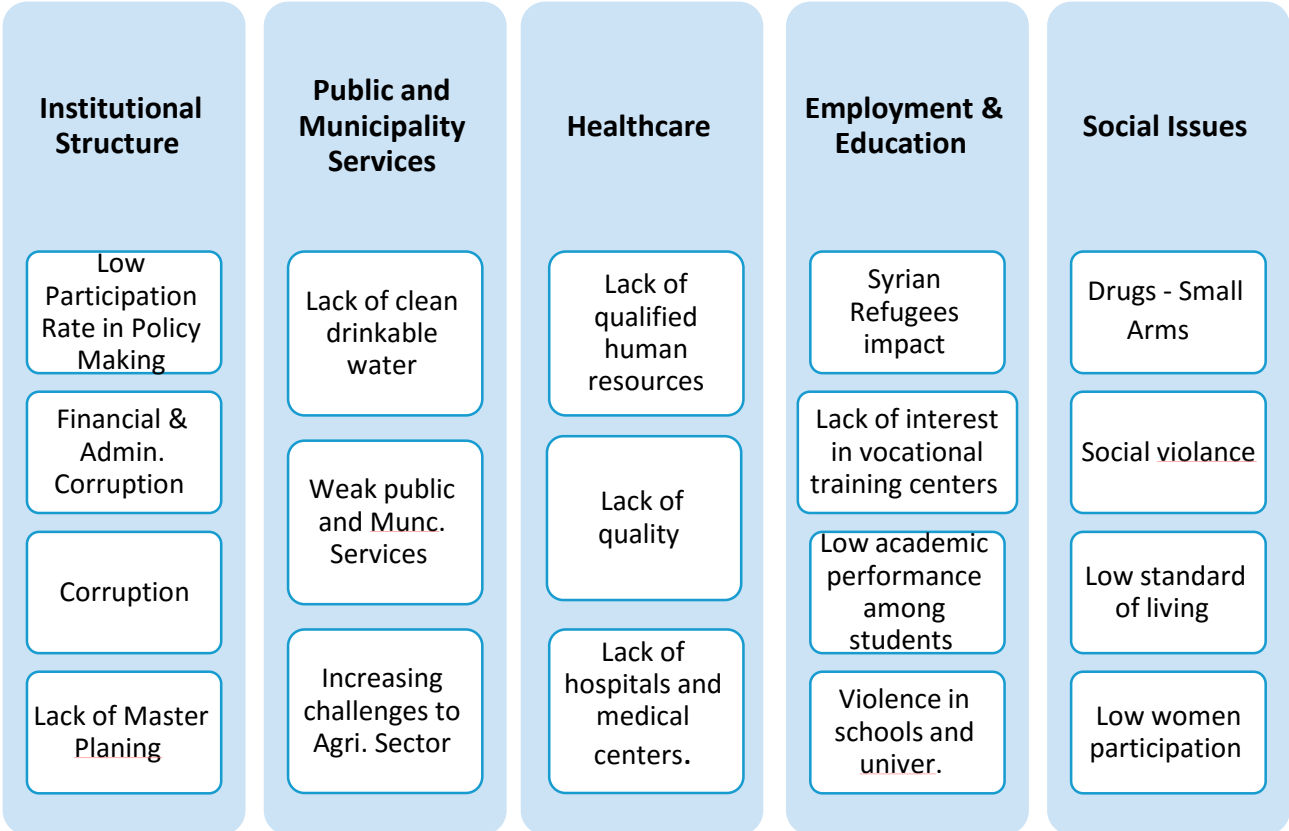


governorate) were oriented on the stages of this exercise. The CDA Team worked on the

¹ Refer to criteria to select civil society and community representatives.

contextualization of the CDA methodology into the Jordanian circumstances, and conducted a series of orientation for governmental entities and selected community groups/representatives on social cohesion, CDA objectives, and outcomes. Before the beginning of the 5 day exercise in 6 governorates, participants were informed that conflict analysis is the process of generating a deeper understanding of these peace and conflict dynamics so that appropriate mechanisms can be implemented to ensure the inclusion and satisfaction of all groups. By drawing the attention of leaders and those planning country engagements to events and situations within the country before they escalate or become violent, conflict analysis contributes to ensuring that the management of grievances and differences need not be violent, and that destructive conflict is prevented.

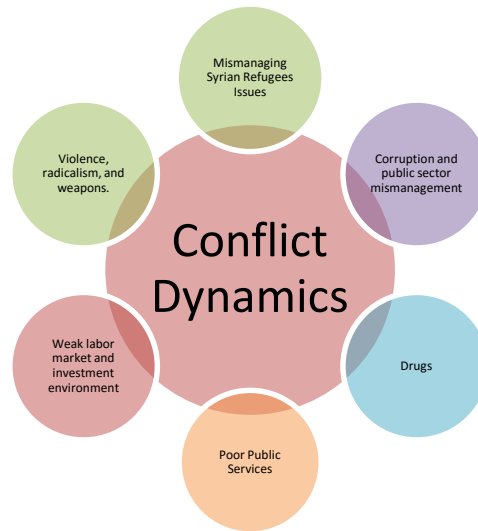
The below chart presents is only an example of the elements of Irbid’s situational analysis that was jointly conducted with community representatives, as part of UNDP’s CDA methodology². Other 5 governorates had different elements that corresponded to their internal context and in reference to their own socio-economic and community security challenges.



² Refer to UNDP’s standard CDA methodology.

Conflict Dynamics among the 6 Governorates:

To come up with the conflict dynamics, the CDA Team combined the exercises of the situation, factor and stakeholder analyses so to understand how they affect and interact with each other in each of the 6 governorates separately. The conflict dynamics analysis helped to identify the relationship between factors that may drive conflict or support peace



engines and stakeholder involvement, and aims to provide a multi-dimensional understanding of conflict. The focus, therefore, was on the dynamics of the situation i.e. the forces that create certain processes, or lead to certain events and activities.

Summary of Conflict Dynamics among the 6 Governorates:

The CDA concluded 6 reports combined in a national report so to give a holistic overview of national conflict dynamics and drivers. Each of the 6 governorates' reports was annexed with a detailed action and response plan. The response plans were structured in a programmatic manner that would guide implementing agencies to project their future response and interventions plans at the rapid response, mid and long terms levels.

As a result of the CDA in Jordan, 6 governorates' reports were completed and combined in one national report. UNDP shared reports were relevant stakeholders through separate meetings with government line ministries, the Ministry of Planning and International Cooperation, donor community, UN agencies and civil society organizations.

II) Community-Cohesion Grant Mechanism (CCGM) established and activated to ensure sustainability,

And,

III) Implementation of rapid response activities to resolve conflict, strengthen dialogue and build consensus among key actors in priority geographic areas in Jordan.

As a response option to CDA results The Community Cohesion Grant Mechanism (CCGM) is designed to support the overall objective of strengthening cooperation and trust between

government institutions, civil society, community and religious leaders, through capacitating their existing conflict transformation approaches and to activate their early warning and rapid response mechanism. The objective of the CCGM in specific is to strengthen social cohesion in Jordanian host communities by addressing root causes of tension through rapid response interventions in Irbid, Mafraq, and Zarqa, Maan, Tafelieh and Madaba.

Through this mechanism, NGOs, and CSOs will receive funding to implement projects that would contribute to strengthening social cohesion. Working in collaboration with the Royal Hashemite Court, Ministry of Planning and International Cooperation, Ministry of Political Development, Ministry of Municipal Affairs, Ministry of Interior, local authorities, tribal and religious leaders, youth and women, NGOs, CBOs, and CSOs, UNDP will heavily rely on CDA results as a comprehensive multi-sector approach to support national efforts to stabilize the country. The mechanism has a regulatory guiding procedures that would lead to the implementation of a coherent interconnected set of interventions to empower local communities, strengthen the capacity of the state to respond to the needs of the citizens, cultivate social capital, strengthen civic participation, and build linkages between local, subnational, and national levels of governance in order to most effectively strengthen social cohesion in Jordan.

According to the CDA, local communities in Irbid, Mafraq, and Zarqa have been identified as high tension areas. Based on the findings of the contracted party developing baselines and indicators, the CCGM committee will ensure that rapid response intervention projects are thematically matched with the social cohesion needs of communities.

Furthermore, and to supplement the findings of the CDA, the project is finalizing the procurement case to recruit a firm/agency for the overall “Preventing Violent Extremism” project to develop baselines and indicators based on an extensive literature review and qualitative and quantitative research, training into account drivers of radicalization (livelihoods, social cohesion, citizen-state trust, citizen-police trust, access to basic services, media, social media, local and national capacities, etc.). The CCGM will therefore be the best vehicle to implement relevant interventions to counter violent extremism in Jordan.

Thus, the CCGM strives to strengthen the social cohesion of host communities through building the capacity of local organizations to implement projects that pertain to education, justice and rule of law, political and civic participation, health, environment, media, arts, and recreation³.)

³ To see the table of potential activities for CCGM interventions see Annex 1.

Cross Cutting Issues

Gender Mainstreaming:

Special attention was given to women's issues at both the preparation and implementation stages. The project ensures that women form at least 50 percent of beneficiaries for all activities.

Community-Based Approach:

The project, which focuses on economic recovery, adopted an integrated community-based approach to maximize the use of available resources, increase impact, and contribute to the achievement of national goals. The work is being conducted through a participatory approach, as demonstrated by the number of consultation meetings, community meetings, and visits. The project activities are built on sustained engagement with the served communities and are conducted in partnership with local development unit staff trained by UNDP on community outreach and participatory planning.

Humanitarian-Development Linkages:

The project strives to contribute to long-term recovery and development, emphasizing continued resilience building by implementing quick wins to pave the way for medium- to long-term gains. The project is guided by the UN post-conflict policy on employment creation, income generation and reintegration through the three-track approach.

Integrated Social Cohesion and Conflict Prevention:

The project adopts the conflict-sensitive livelihoods approach throughout its implementation in order to avoid exacerbating social tensions and to enhance social cohesion. For instance, the selection process of beneficiaries and CBOs is transparent, with a clear set of criteria so as to be clear why and how the eventual beneficiaries are selected. The community initiatives are also assessed through a conflict-sensitive lens to ensure that they will enhance social cohesion. Finally, the awareness-raising sessions include key issues related to conflict prevention and social cohesion in host communities.